



**COASTAL COMMUNITY TEAMS
ECONOMIC PLAN**

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Shaping The Bay
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Ian Boyd Arc Consulting
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	Arc Eccleston George Sandown Town Council Lake Parish Council Shanklin Town Council
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	Sandown Business Association Sandown Community Partnership The Bay Local Area Coordinators The Bay Academy
4	Accountable Body	Local Authority Contact name & details	Isle of Wight Council (Unitary Authority) Does the Accountable Body have a representative on the CCT membership? Yes
5	Local Area	Provide brief geographical description of the locality and a brief history if	The Bay is the main centre of population on the east coast of the Isle of Wight. It comprises 3 towns and 2 villages and covers a curved area of approximately 5 square miles, set between the floodplain

		relevant.	<p>of the Eastern Yar and its tributaries to the west, and its wide bay and seafront. The Bay's communities and places are connected by a long shoreline, from the chalk cliffs at Culver to the landslips at Luccombe there are 5 miles of unbroken sand, making this one of the longest beaches in Britain. It has been a popular holiday resort for well over 150 years, benefitting in Victorian times from the Island's patronage by the royal family. The Bay area includes nationally important landscapes and geological sites, Marine Protection Areas, and Sites of Special Scientific Interest.</p> <p>In the 18th Century, life in The Bay centred on its manors, churches, pubs, farms and fishing villages. The 19th century brought massive military defences during the Napoleonic period and the strategic role of the area as a frontline of national defence remained throughout the 2 world wars.</p> <p>In modern times The Bay has had to adapt to a changing tourism industry, the need for housing, an aging population and the challenges of a seasonal local economy.</p>
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>Indices of Deprivation broadly indicate levels above the UK average concentrated in Lake and Sandown, and those below the national average in Shanklin. Overall, The Bay has a significant population bias over-50, and in many places over-65 (30 % overall, 42% maximum). It is a population with a higher proportion of White British ethnicity than the average for England. The Bay has a higher percentage population with no formal education qualifications than either the Isle of Wight or England averages.</p> <p>The Bay has a higher level of reported 'bad' health than the Isle of Wight, South east regional and England national averages.</p> <p>Housing in The Bay is split approximately 65/35 between owner occupied and rented accommodation, but there are</p>

			<p>areas of social and private rental significantly higher than the Island and England averages.</p> <p>Of the 5 bay schools (4 primary, 1 secondary) 3 achieve slightly below the national average for academic attainment and 2 slightly above.</p>
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc., 'Starting point'	<p>The Bay economy is dominated by wholesale/retail and accommodation/hospitality. There is a marked concentration of tourism provision at the north (Sandown North) and south (Shanklin South), and a more central concentration of retail (Sandown South, Lake North, lake South, Shanklin Central).</p> <p>The Bay Area Action Plan (2015 draft) identifies: 1 Tourism Opportunity Area (new investment) at Yaverland; 2 core tourism accommodation zones (Sandown and Shanklin); 2 high street retail centres (Sandown and Shanklin), and 4 employment/industrial areas (College Close and its extension in Sandown, Spithead in Lake and Whitecross in Shanklin).</p> <p>The Bay, as a resort and holiday destination, receives approximately 500,000 visitors a year.</p> <p>Earnings are approximately 10% below both the South- east regional and the national average.</p>
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p>The Bay area is participating in the current DBID consultations. As the main centre of tourism accommodation on the Island, The Bay is vital to the future of the Island's visitor economy. As one previous Head of IW Tourism has said: 'Fix The Bay, and the rest will follow'!</p> <p>The Bay CCT successfully bid for 2 CRF projects which will be completed in 2016. In addition, the CCT has been awarded 2 Sustainable Development Fund grants by the IW Area of Outstanding Natural Beauty unit, also for projects in 2016.</p> <p>The Bay is a part of the HLF-funded East Wight Landscape Partnership, running for the next 3 years.</p>

			<p>The Bay CCT has created a partnership with Sandown Academy and our Local Area Coordinator (Public Health) which is bidding for Royal Society and Artsworld funding in 2016.</p> <p>The Bay Area Action Plan consultation will continue during 2016. This is led by the IWC and will set planning policy for the next 15 years. The CCT has met with the AAP team and will continue to contribute as local policies for development and public space are formulated.</p> <p>The Bay CCT has set up a non-profit organization called The Common Space to provide a vehicle for bidding to funding to support the delivery of this regeneration plan.</p>
CCT Plan			
9	Ambition	<p>A positive statement of the aims and objectives of the plan and a description of what it will achieve.</p> <p>Description of 'what success will look like'.</p>	<p>The CCT, in its bid to DCLG, was clear in its objectives:</p> <p>To reinvigorate the public spaces and public assets of The Bay as meaningful contributors to social, environmental and economic regeneration.</p> <p>Our focus is the green and blue infrastructure of our area, together with the streetscapes, urban domains and public buildings that we all share.</p> <p>We believe that these will be the source of a partnership for positive change, bringing together local councils, businesses, residents and schools in a new alliance for the future.</p> <p>Success for us is easily defined: Imagine a visitor to The Bay, at any time of year. Their experience, and their recounting, is of an enticing glimpse, a potent taste, of a place that is alive and irresistible in its streets and parks and esplanades, not just for show, or a short summer season, but all the time.</p>
10	Needs of the community and intentions of	Identify the socio-economic needs of the community	<p>Housing – local policies that work for local needs.</p> <ul style="list-style-type: none"> • Contribute to the IWC AAP work in

	<p>the team to meet them.</p>	<p>and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.</p>	<p>2016. Provide CCT consultation evidence base by March 2016.</p> <ul style="list-style-type: none"> • Provide public information on Bay planning policies for housing, and workshops on participating constructively in planning consultations. • AAP advice on Shaping The Bay and Sandown Bay is Brilliant sites by end of March 2016. • Sandown workshop in May 2016. • Lake workshop in June 2016. • Shanklin workshop in July 2016. <p>Town Centres – bringing life back to high streets.</p> <ul style="list-style-type: none"> • Working with 3 local councils to identify streetscape projects for joint-funding. First tranche agreed by March 2016. • Take CCT consultation materials to pop-up spaces in empty shops in each of the 3 towns, dovetail with planning workshops above. <p>Transport and Accessibility – making it as easy as possible to reach the Bay and to get from place to place within it.</p> <ul style="list-style-type: none"> • CCT to contribute to current Island Line franchise negotiations through local councils and the Community Rail Partnership. • Work with Age UK to produce ‘Age-friendly Bay’ access plan as part of the WHO Age-friendly Island initiative, by September 2016. <p>Public Health – effective local outreach and intervention that can break down issues of isolation, poor mental health and low levels of positive activity and productive use of public spaces.</p> <ul style="list-style-type: none"> • Work with the 2 bay Local Area Coordinators (IW Public Health and My Life a Full Life) to identify projects for client participation. First tranche by April 2016. • Quarterly meetings with LACs
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			<ul style="list-style-type: none"> • The Sandham Middle School project – reutilizing a redundant public asset through ‘The Imagination Refinery’ <p>Local Employment – developing and sustaining local opportunities for enterprise, self-employment, business growth and investment.</p> <ul style="list-style-type: none"> • Work with Sandown Bay Academy to continue careers advice begun in 2015. Create shared Dropbox by March 2016 to allow access to project information (work experience opportunities etc.). • Work with partners to establish The Bay Marine Research Centre, working with Bournemouth and Glasgow Universities. Feasibility plan by September 2016. • Work with local councils on framework for local procurement of public realm management. Sandham Grounds as pilot, plan in place by April 2016. • Work with the IW Council, and with local councils, to pilot a ‘sharing economy’ approach at the Sandham Middle School site (Imagination Refinery). <p>Tourism – revitalising the tourism offer of The Bay.</p> <ul style="list-style-type: none"> • ‘Talking up’ The Bay through social networks established by CCT (constant effort 2016). • Continuing to work with the DBID team during 2016. • Working with local councils on Sandham Grounds masterplan (April 2016), part of ‘Destination Yaverland’ initiative. • Phase 2 of both CRF projects (Pluto Pipeline and battery gardens), clear timelines and funders by September 2016. • Shanklin Cliff Lift Project plan by April 2016.
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			<p>Green and Blue Infrastructure – making the 20 parks and greens, and the 5-mile beach work for everyone.</p> <ul style="list-style-type: none"> • Ensuring all greenspace allocations are properly identified within the AAP. • Establish Bay Marine Research project with Glasgow and Bournemouth Universities, IWC, Environment Agency and Natural England. Use Innovate ‘Artecology’ UK programme to deliver pilot project by December 2016. • Esplanade and beach access plan (in line with WHO Age-friendly Island) by May 2016. • ‘20 parks’ plan for The Bay GI by September 2016. Yaverland/Sandham masterplan pilot by April 2016. • MCZ management arrangements clarified with MMO by April 2016 and a Bay Marine Management Plan heads of terms set out with Natural England, MMO and local councils.
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p>The approach of the CCT is twofold: a programme of discrete, locational projects, selected to best represent the results of community consultation and to provide a set of catalytic interventions, opportunities for participation and collaboration, reasons to get involved and mechanisms for funding; and alongside this, and interwoven, a set of strategic public service improvements that apply across the whole of the CCT area and which bring together, in particular, the local councils and local businesses.</p> <p>We believe that this twin-track approach gives us a ‘wide-angled’ attack on the challenges face by The Bay.</p> <p>There is opportunism built into our approach – having projects ‘ready to go’</p>

			<p>for funding streams that pop up as we move ahead. But there is stability and depth too. The projects represent consistent and coherent concerns and aspirations drawn from the bay community through 3 months of public consultation.</p> <p>The most obvious weakness, and threat, is the possibility that momentum will ebb away from the CCT drive to 'get things done'. It is after all a collaboration, even an affiliation, but without a guarantee of funding, after all, there have been many regeneration plans done for The Bay in the last 15 years, and not one has been fully implemented. The difference now, we believe, is that i) the CCT and its work is 'home grown', it is not the product of external consultancy and high-level strategy. It is entirely the opposite – a bottom-up, community-led plan of direct action with contributors from every demographic sector. Its means of delivery are therefore diverse and not every project or service needs funding – it may simply be a will to see something done. ii) Times are exceptional. The unitary authority faces an unprecedented funding crisis that threatens even a minimum statutory service. The impetus then for direct neighbourhood action, self-sufficiency at a district level, has never been stronger. The challenges are huge, and the necessity for real, practical, positive localism is clear and compelling.</p>
12	Data – <i>while an essential element of the plan, it could be included in a 'daughter' document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference	<p>The Bay Area Action Plan 2015 Consultation Draft (IWC)</p> <p>The Bay Area Preferred Options Report 2007 (IWC)</p> <p>The Bay AAP Steering Group 2006 (GVA Grimley, IWC)</p> <p>Sandown Bay Regeneration Strategy 2003 (Arup)</p> <p>Destination Sandown Consultation 2013</p>

		evidence held elsewhere.	(Wightlink, Visit Isle of Wight) ONS Neighbourhood and Ward level statistics
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	See attached project and service maps.
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>Area Action Plan consultation complete with full CCT input.</p> <p>Public Discourse in Planning workshops held in the 3 towns.</p> <p>Streetscape pop-up galleries/consultations held in the 3 towns.</p> <p>Participative projects for summer 2016 agreed with Local Area Coordinators and My Life A Full Life/Public Health team.</p> <p>Shared image and data resource with the Bay Academy for staff recruitment, curriculum, work experience.</p> <p>DBID consultation complete with full CCT participation.</p> <p>Principles of Marine Conservation Zone/Bay Marine Management Plan drafted with regulators.</p> <p>'20 Parks' Plan drafted for CCT consideration.</p> <p>3 pilot projects from the programme initiated: Yaverland Hub, Los Altos Hub, Cliff Lift Hub.</p>

15	Performance measures	For first 6 months – to be SMART	<p>To have achieved all of 14.</p> <p>Delivered first successful funding bids through The Common Space (the CCTs non-profit organization) in support of 14.</p> <p>To have met as 3 councils to agree joint bay projects and precept match-funding options for TCS applications.</p> <p>Sandham Middle School regeneration pilot ‘Heads of Terms’ agreed with IWC and Imagination Refinery vision established.</p>
16	Medium term goals/actions	For 6mths to 5 years	<p>All of the CCT mapped projects begun.</p> <p>Bay access/transport improvements for esplanade and beaches implemented.</p> <p>Public Wi-Fi hotspots in place.</p> <p>‘Cultural Quarter’ established.</p> <p>Bay District tourism office opens.</p> <p>Bay district enterprise and investment office opens.</p>
17	Performance measures	For 6mths to 5 years – to be SMART	<p>CCT moved into The Common Space</p> <p>Meetings with the 3 Bay Councils taking place 3 times a year.</p> <p>2021 – 2026 Plan produced.</p>
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	Who knows!
19	Barriers	Identify any barriers to delivering the plan and if you	<p>Stamina and Durability!</p> <p>The Common Space is the route to a</p>

		have contingencies to manage them.	sustainable CCT presence in The Bay and we will continue to work to see it properly established and resourced.
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilised and/or grown.	<p>A core team will need to coordinate the CCT work, providing a 'control room' for the full range of possible collaborations and partnerships that will emerge as the projects begin to take hold.</p> <p>For the next 6 months this role will be provided by Arc as a service-in-kind subsidised by management fees it is able to extract from successful Bay bids.</p> <p>Thereafter the newly-established non-profit The Common Space will take on the role of CCT coordination with the help of founding CCT members: Arc, Eccleston George, Sandown Town Council, Sandown Community Partnership, Lake Parish Council, and Shanklin Town Council.</p> <p>The CCT has already begun the task of making practical and strategic alliances with expert and professional organizations and individuals who can support and contribute to the Bay plan. This includes local historical societies, the 5 Bay schools, our Local Area Coordinators, Age UK, Chamber of Commerce and Business Associations, musicians and performers, venue owners, Environment Agency (coastal and fluvial defences), Natural England (ecological designations), the Area of Outstanding Natural Beauty Partnership (managers of the east Wight Landscape Partnership that includes The Bay) and the Community Rail Partnership. In addition, we are working to attract outside organizations to the Bay programme, those we feel can bring new ideas, influence and investment. Chief amongst these at present are Bournemouth University and Glasgow University, both now involved in the development of marine engineering projects here in partnership with local</p>

			<p>authority coastal engineers, Sandown Academy and local landscape artists and themers Eccleston George.</p> <p>Our task over the next 6 months is to mould this support into sustained action, opening opportunities for maximum public engagement and community participation and ownership.</p> <p>We have set an ambitious programme but this is essential if the CCT is to maintain the progress made so far.</p>
21	Costs	Detail of costs of each element of plan.	<p>It is hard to give precise costs to the programme, its projects and its administration. Our task is to find new, novel and innovative ways to deliver the work that 3 months of consultation has laid out for us. This may not need direct funding, simply coordination and encouragement, a 'stop stopping things' mentality and a revived will to public action.</p> <p>Of course other schemes will need real money to do what we want, and that must be found. We have raised £100,000, since October 2015, for Bay CCT projects to be delivered in 2016, and so we know it can be done, and we have set up administrative arrangements to facilitate this via The Common Space. An estimate of the costs of delivering the full programme described in this plan is £600,000 over 5 years.</p>
22	Value	What is the value of the plan to the local economy?	<p>As with 21, it is hard to estimate. The value of the work is manifold. There is the value to the people participating, to the breaking down of isolation through social contact (volunteering at CCT events and projects for example). There is the value to ecosystem services of improved local environment and more resilient ecological networks. There is the marketing value of positive talk and upbeat communications, social media and CCT news spread via partners. There is the value of the social capital built and sustained through new</p>

			<p>collaborations around CCT projects, spin-off ideas and innovations yet to come. There is the educational value of a working relationship between CCT and the 5 Bay schools.</p> <p>There is the regeneration process itself, bringing strategic added value by re-imagining mainstream expenditure. But if we take the standard minimum 'all purpose' benefit-cost ration for regeneration expenditure of 2.3, then the value of our £0.6M raised over 5 years will be £1.38M.</p> <p>Because of the weighting we apply to the first 5-year programme, we would expect to achieve £1M benefit value within the first 40 months of the CCT work from 2016.</p>
23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p>We have so far successfully bid for funding from CRF and IW AONB. We are bidding in February to the Royal Society, Artsworld and Hampshire Constabulary.</p> <p>We will be bidding later in 2016 to: Awards for All and HLF.</p> <p>We will, over the next 6 months, create a funding strategy for The Common Space to take forward the programme of work. We will be talking to our local authority about the implications for s106, planning agreements and CIL with regard to The Bay and the CCT work. This work will feed into our planning workshops this spring and summer.</p>
24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	<p>Our back-office requirements are minimal, and at the moment Arc provides these as help-in-kind, and will continue to do so for the next 6 months.</p> <p>We have very little bureaucracy. Our objective is to get things done based on a mandate and a programme developed over the 3 months of public consultation delivered by CCT.</p> <p>We will carry on with project-led regeneration, backed by sound engagement with strategic partners and maximum community participation.</p>

Communications

<p>25</p>	<p>Consultation</p>	<p>Describe existing results of consultations and planned consultation exercises.</p>	<p>Our CCT work has been ALL consultation!</p> <p>We have run special ‘campfire sessions’, visited every school, run a postcard campaign, set up phone lines and social media channels, and been involved with as many other Bay organizations, and their audiences and clients, as we have been able. In total we have met over 4000 people, from the very elderly to the very young, and collected their thoughts, ideas, hopes and anxieties.</p> <p>The results of the consultation, in locations and in themes, have been used to create the work programme that the CCT is proposing.</p> <p>The consultation process will however continue, through the postcard scheme and the Facebook site. It is important that the CCT can monitor feedback from the community of The Bay as projects and initiatives begin to roll out. There will be refinements and adaptations to project ideas as they are implemented and we want to be able to respond in quickly and practically.</p> <p>The consultation responses fall broadly into the following categories:</p> <p>Housing:</p> <p>Resist the loss of tourism accommodation and attraction to residential development or find flexible, less ‘all or nothing’ compromises.</p> <p>Make affordable rents available to those with low incomes.</p> <p>Employment:</p> <p>Longer seasons in tourism for more sustainable jobs.</p> <p>Other employment options supported</p>
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			<p>through schools' advice, local business engagement and planning policy for premises.</p> <p>High Streets:</p> <p>More colour, cleaner, more interesting and welcoming public realm.</p> <p>Better and more planting, public gardens and town squares.</p> <p>More well-known brands as well as island business.</p> <p>Fewer eyesores.</p> <p>More affordable and longer parking options.</p> <p>Tourism:</p> <p>More diversity in the visitor offer.</p> <p>Better use of public realm, wildlife encounter, walking, cycling and outdoor recreation within the Bay (beach and seafront on the one hand, green hinterland and river valley on the other).</p> <p>Fewer eyesores.</p> <p>More activities offshore.</p> <p>Livelier esplanade and seafront.</p> <p>Better use of the beach as a TIC, directing visitors to everything else on offer.</p> <p>More for 7 – 13 yrs to do</p> <p>More music events and more venues.</p> <p>More 'spectacle' in the public realm.</p> <p>Bring to life the extraordinary military history of The Bay.</p>
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			<p>Make more of the 'blue and green' in such close proximity.</p> <p>Transport and Access:</p> <p>Concerns over the future of rail link.</p> <p>Better waymarking to public rights of way and cyclepaths from all points of The Bay.</p> <p>Easier navigation of The Bay itself – public transport and hire options, waymarking and services from railway stations.</p> <p>'Age-friendly' access to all parts (especially esplanade and beach) as this will help everyone.</p> <p>Health and Wellbeing:</p> <p>More opportunities to be involved in community activity.</p> <p>More welcoming and diverse parks and greenspaces affording more recreational opportunity.</p> <p>More public seating particularly near public services (libraries, post offices) to create meeting places.</p> <p>More outdoor sports facilities across a wider age range.</p> <p>Local Greenspace and Wildlife:</p> <p>Better management for wildlife and wildlife encounter.</p> <p>Better way-marking and navigation from space to space across The Bay.</p> <p>Greater variety of recreation for all ages.</p>
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			<p>Treat the cliff as a public green with wildlife interest and safe-exploration points (revetment greens).</p> <p>Celebrate marine wildlife and beach exploration.</p> <p>Design:</p> <p>Lobby for quality development that builds the character of The Bay.</p> <p>Use local historical information and heritage resources to celebrate and sustain built character.</p>
26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p>We will maintain the flexible but effective working arrangements we have established with our 3 local councils, the unitary authority (accountable body) and The Bay community.</p> <p>We maintain project management and planning policy links in particular, with the Isle of Wight Council.</p> <p>We will maintain the Shaping The Bay Facebook page for public communication but also the channels used by our partner organizations working with harder-to-reach groups (such as Age UK).</p> <p>We will continue to share updates and news, activities and events, with the CCA and DCLG. This will be carried over into the work of the Common Space.</p>
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>As above.</p> <p>But also through the projects and events themselves. These are designed to be meetings and workshops in their own right – a chance to talk about CCT, new ideas, improvements to old ideas, new people.</p> <p>We will continue to work with the schools</p>

			as vital gateways into the wider Bay community.
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>The CCT will meet three times a year.</p> <p>Arc will be the lead organization for the next 6 months, moving to The Common Space taking on the role during the pilot phase of the first projects.</p> <p>CCT meetings will include all 3 local councils and are open to the public. We will advertise and promote them as part of Shaping The Bay and its programme of events and activities.</p>
29	Support structure	Network of support built to enable CCT to deliver the economic plan	We believe that the structure we have created – based on core partnership between 3 local councils – and the partnerships we have already made, give the CCT a resilient network of like-minded people, determined to see the Bay prosper.
30	Costs	Running costs of CCT itself	We estimate that a budget of £15,000 a year should be the target.
31	Sustainability	Long term plan for team and how this will be managed.	<p>The creation of The Common Space as a non-profit vehicle for the development of CCT projects and programmes is our sustainability plan.</p> <p>We will set up a team to steer its first 6 months comprising Arc, Ecclestone George, Shanklin Town Council, Sandown Town Council, Lake Parish Council. Our objective is that it will be able to support its own CCT project officer by March 2017.</p>
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport,	<p>Arts and Cultural Quarter</p> <p>Ecology and Wildlife</p> <p>Ecosystem Services</p> <p>Green Infrastructure</p> <p>Tourism</p> <p>Planning</p> <p>Built Heritage</p> <p>Destination Marketing</p> <p>Public Realm</p>

		heritage, marketing, etc.	
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